

# SECOND AVE. SUBWAY

Approaching the Challenge and Opportunity

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## Background

- Long term plan to extend Q line to lower Manhattan and 125th St
  - 8.5 mile extension
  - Relieve congestion
- Phase 1 completed 2017- extended Q line from 63rd to 96th St
- Phase 2 to extend northwards into East Harlem - 125th Street & Lexington
  - Address scarce transit access in East Harlem
  - Underground construction
  - Connection to Lexington Ave 4,5,6 & Metro-North trains
  - ADA accessible stations and amenities
  - Anticipated completion by 2028

# Project Lifecycle

Capital Planning

Funding

Site Planning

Community Outreach

Site Acquisition

Design & Engineering

Construction

2020 - 2024  
Capital Program

Site Identification  
Tech Memo  
Preliminary Design  
Environmental Review

Community Board Presentations  
Community Information Center

Eminent Domain Proceedings  
Property Negotiations

We are HERE

Capital Planning

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Eminent Domain Proceedings  
Property Negotiations

## Current Status

- Have begun eminent domain proceedings on 15 properties March 2021 (2 year process)
- Federal funding & approvals authorized
- Tenant relocation plan to be released
- Not yet authorized for engineering
  - FTA is making its way through documentation
  - Engineering design to come
- MTA has resumed community engagement activities

# Impacts & Concerns

Lessons learned from Phase 1, the MTA's approach, recommendations



Community concerns are driven by potential impacts

Residential  
& Business  
Displacement

Construction  
Impacts

Economic  
Vitality

# Residential and Business Displacement

## IMPACTS

2020 Supplemental EIS identified the following impacts due to property acquisition:

Displacement of 170 residents (65 units)

Displacement of up to 505 jobs

Displacement of up to 180k SF commercial space



## CONCERNS

Relocation of displaced residents - where, how, and under what processes and at what costs?

Relocation of displaced businesses

Who gets to return?

Accounting for neighborhood job loss

# Construction Impacts



## IMPACTS

Increased dust  
Noise and vibrations  
Loss of sidewalk access/ narrowed sidewalks  
Traffic disruptions



## CONCERNS

Air quality and ability to use nearby open space during construction phase  
Noise complaints  
Pedestrian safety, especially of children  
Accessibility & street blockages  
Loss of public street parking  
Sanitation - rats

## Economic Vitality



### IMPACTS

- Decreased pedestrian traffic
- Reduced street frontage
- Loss of aesthetic resources



### CONCERNS

- Loss in general foot traffic will result in loss of customers
- Lack of active and engaging street frontage will create dead space
- Reduced desirability of neighborhood

## Second Avenue Subway Phase 1 - Community Concerns

### 1. Community Engagement

*"A long-term and holistic vision for and with the neighborhood was not clear"*

### 2. Communication & Transparency

*"There was a lack of responsiveness from the MTA - complaints seemed to go into a black hole"*

### 3. Ground Floor & Retail Impacts

*"Construction of Phase I was a hardship for everyone, and ground floor retail really suffered"*

### 4. Missed Opportunities

*"The MTA did not build on top of its sites on the Upper East Side, but building close to transit is a huge opportunity for economic and neighborhood development"*

## Phase 2 - MTA Process Management

Communication &  
Engagement Toolkit

Community  
Information Center

Project Website

Construction Working Groups

Newsletter

Community Board Meetings

The MTA has stated its commitment to maintaining robust communication with the East Harlem community. While some of these communication tools are process mainstays, others have been improved upon, while yet others are more novel.

## Phase 2 - MTA Process Management

Communication &  
Engagement Toolkit

Community  
Information Center

Project Website

Construction Working Groups

Newsletter

Community Board Meetings

Located at 69 E 125th Street  
Reactivated in April 2021  
Spanish speaking staff members  
2 full-time staff members, 3 part-time  
Direct contact for impacted property  
owners  
Rotating exhibits and events

## Phase 2 - MTA Process Management

Communication &  
Engagement Toolkit

Community  
Information Center

Project Website

Hosts project documents, general  
timeline information, and CIC  
information

Construction Working Groups

Newsletter

Community Board Meetings

## Phase 2 - MTA Process Management

### Communication & Engagement Toolkit

Community  
Information Center

Project Website

Construction Working Groups

Newsletter

Community Board Meetings

Develop advisory groups to help relay information between community members and the construction & project management teams

## Phase 2 - MTA Process Management

### Communication & Engagement Toolkit

Community  
Information Center

Project Website

Construction Working Groups

Newsletter

Community Board Meetings

Digital and print newsletters to inform residents of updates, changes to plans, scheduled meetings

## Phase 2 - MTA Process Management

Communication &  
Engagement Toolkit

Community  
Information Center

Project Website

Construction Working Groups

Newsletter

Community Board Meetings

Continue to participate in community board meetings to relay updates and information

## Phase 2 - MTA Process Management

### Communication & Engagement Toolkit

Community Information Center

Project Website

Construction Working Groups

Newsletter

Community Board Meetings

### Additional Recommendations

- **Build upon working groups to CB-wide SAS2 Task Force**
- Establish a procedure for follow-up communications at CIC
- Establish station-specific subgroups
- Utilize existing communications infrastructure eg. LinkNYC kiosks, schools, religious orgs

## Phase 2 - MTA Process Management

Construction Impact  
Management

The MTA has acknowledged the adverse impacts that construction may have in both the short- and long-term.

Tenant Relocation Plan

In addition to interventions such as the use of barriers, screens to block nighttime lighting, the MTA is proposing proactive measures to mitigate construction impacts.

Phasing Plan

Business Advertising

## Phase 2 - MTA Process Management

Construction Impact  
Management

Tenant Relocation Plan

Phasing Plan

Business Advertising

As a federally funded project, relocation of residents is guided by federal Uniform Relocation Act.

MTA Relocation Assistance Program - \$11M contract to be awarded to O.R Colan & Associates, LLC.

## Phase 2 - MTA Process Management

Construction Impact  
Management

Tenant Relocation Plan

Phasing Plan

Business Advertising

As the MTA moves along the design and engineering process, it will release phasing plans that include measures to maintain sidewalk access, dust control measures, street frontage, and traffic flow

## Phase 2 - MTA Process Management

Construction Impact  
Management

Tenant Relocation Plan

Phasing Plan

Business Advertising

In order to help businesses that will be negatively impacted by construction, the MTA will provide surface advertisements for affected businesses, as well as advertise on the project website



## Phase 2 - MTA Process Management

Construction Impact  
Management

Tenant Relocation Plan

Phasing Plan

Business Advertising

### Additional Recommendations

- **Explore opportunities for small business relocation, support & relief with city and state agencies**
- Educate and inform displaced tenants of relocation assistance programs
- Ensure phasing plan is understandable and widely distributed
- Highlight impacted businesses on project website and at CIC
- Collect and maintain rent and revenue data from affected businesses

## Phase 2 - MTA Process Management

Future Development

Ground Floor Retail

Station Entrances

Transit Oriented  
Development

The MTA is enthusiastic about the positive benefits that the Second Avenue Subway will bring to the neighborhood, and is aware that they will not need to utilize all of the development potential of acquired sites

## Phase 2 - MTA Process Management

Future Development

Ground Floor Retail

Station Entrances

Transit Oriented  
Development

The MTA indicated that they will push to preserve ground-floor spaces for retail use.

Encourage the use of blower structure “dead space” through street level improvements.

## Phase 2 - MTA Process Management

Future Development

Ground Floor Retail

Station Entrances

Transit Oriented  
Development

The MTA is making a concerted effort to ensure that all ancillary structures are combined with station entrances and ground-floor retail to avoid dead space.



## Phase 2 - MTA Process Management

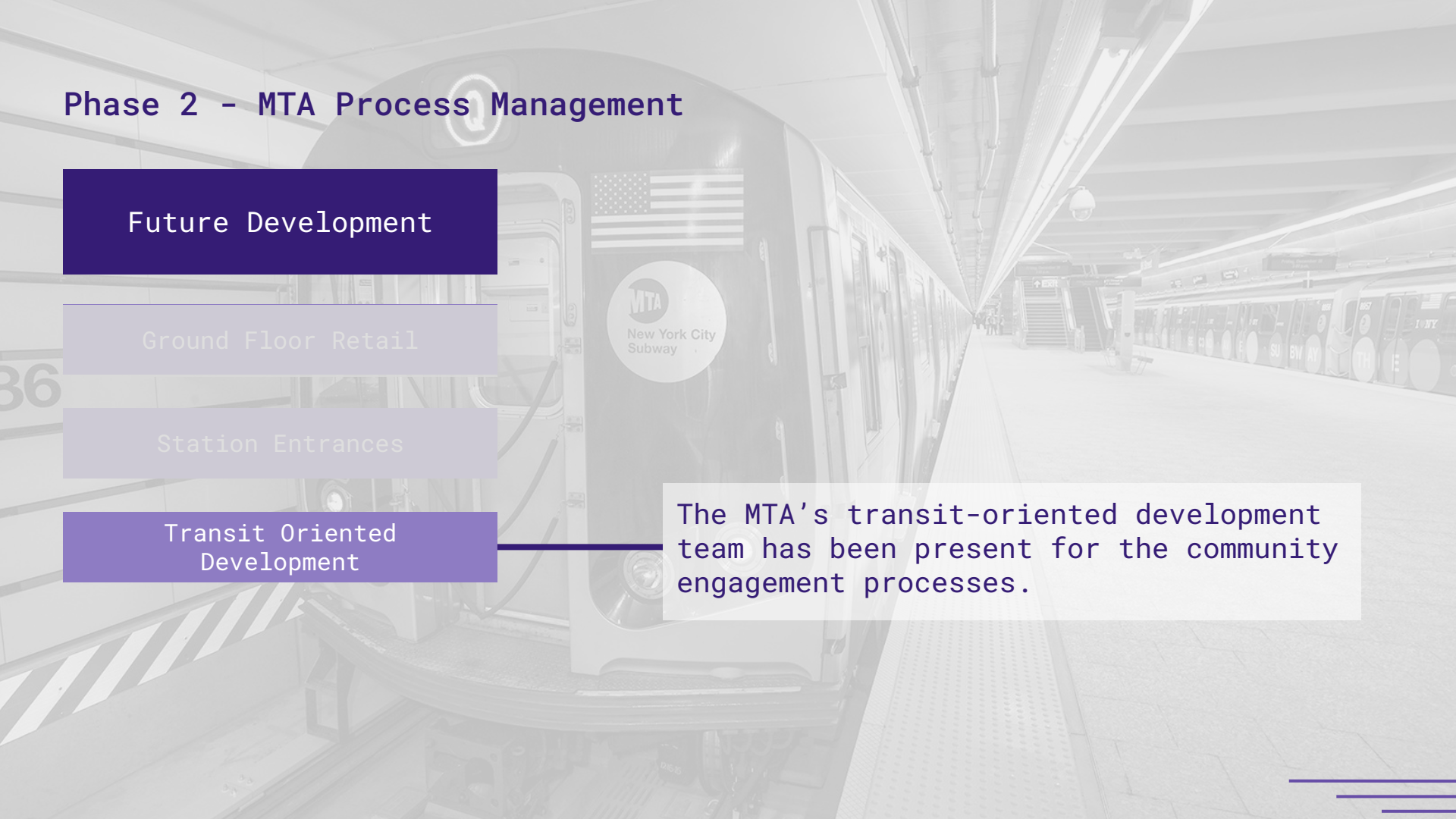
Future Development

Ground Floor Retail

Station Entrances

Transit Oriented  
Development

The MTA's transit-oriented development team has been present for the community engagement processes.



## Phase 2 - MTA Process Management

Future Development

Ground Floor Retail

Station Entrances

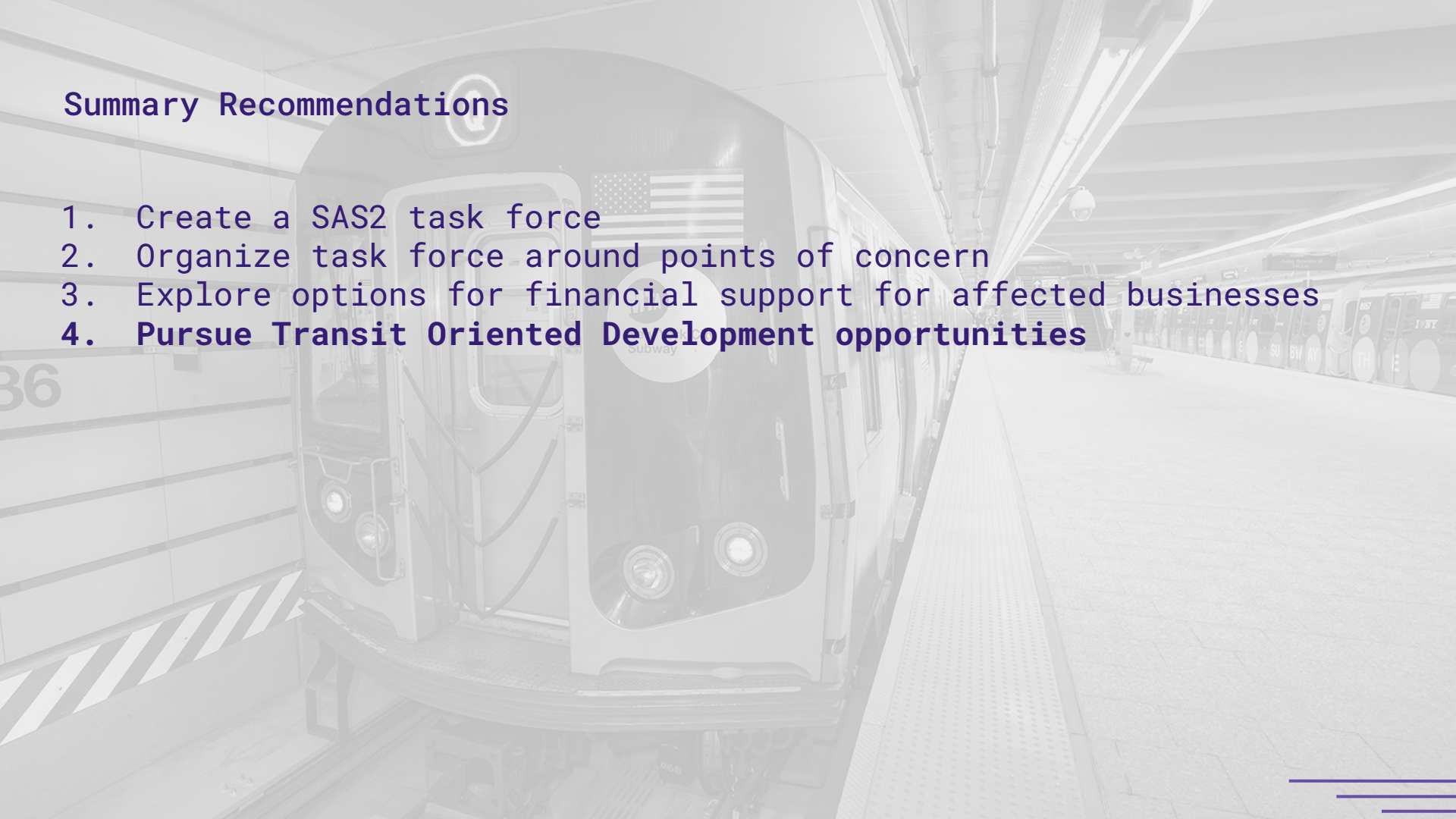
Transit Oriented  
Development

### Additional Recommendations

- **Capitalize on TOD opportunities**
- Establish a right for displaced residents to return at favorable rates
- Explore opportunities for the disposition of development rights
- Consider housing, community facilities, and cultural resources in future development strategies
- Prioritize relocation/ support of displaced businesses

## Summary Recommendations

1. Create a SAS2 task force
2. Organize task force around points of concern
3. Explore options for financial support for affected businesses
4. **Pursue Transit Oriented Development opportunities**



# THE OPPORTUNITY

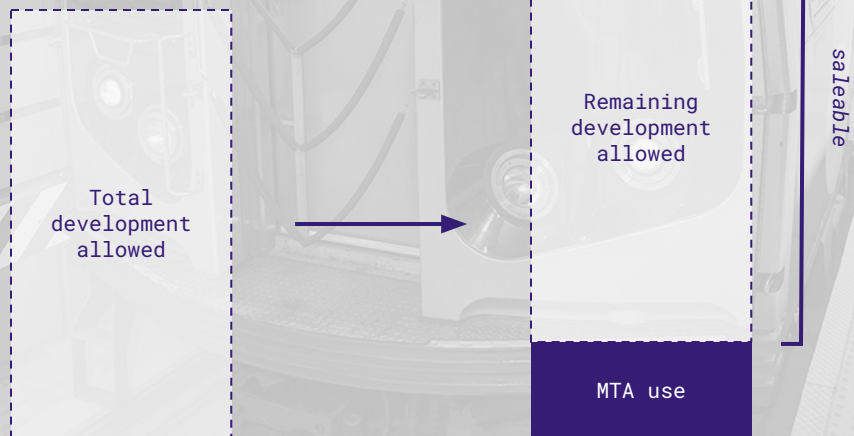
## Sites

	# lots
Commercial	13
Manufacturing	2
Other	3
Residential	33
<b>Total</b>	<b>51</b>
Utilized	15
Underutilized	36



## Disposition of development rights

The structures and the facilities that the MTA will only take up a portion of what is allowed to be built on each lot, the remaining **development rights** can be disposed of



*The 2017 rezoning anticipated transit use, designating a portion of the neighborhood as the East Harlem Transit District, accounting for bulk needed by transit facilities*

## Transit-Oriented Development

**Goal:** Establish active connection between residents, ridership, the neighborhood, and the new transit asset

### Features:

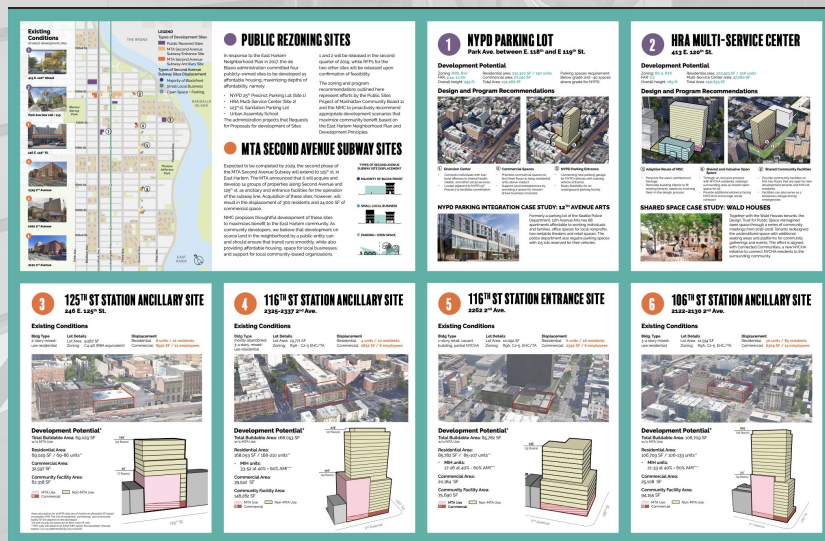
- Maximize density of uses
- Concentration of housing, businesses, amenities
- Access to services
- Economic competitiveness



# Transit-Oriented Development

Why is it important that East Harlem has a say in TOD?

- Displacement pressures
- Realize community-focused benefits
- Strong culture of community organization in East Harlem



Establish SAS2 taskforce to guide equitable TOD outcomes

## Alignment - MTA

### Transit-oriented development program

- Land or air rights currently disposed of through Request for Proposal process
- Track record of supporting TOD projects

#### Dey Street Head House

Negotiated sale of 65k SF to adjacent mixed-use development

#### Queens Plaza

Negotiated \$56M sale of 400k SF development rights

#### Town of Harrison

Working with private developer to develop residential structures w/ ground floor retail, pedestrian plazas

## Institutional Commitment

**Elected officials have both political power and an obligation to constituents**



### **Manhattan Borough President**

- Transformational for the borough
- Public sites for affordable housing
- Attuned to the effects of gentrification and displacement
- Track record of supporting small businesses w/ Neighborhood Trust Federal Credit Union

## Institutional Commitment

Elected officials have both political power and an obligation to constituents



### Councilmember Diana Ayala

- Huge impact on council district
- Housing as a priority
- Support of the East Harlem 360 program in coordination with SBS
- Experience with service provision



# Institutional Alignment



Tap into ongoing efforts - land use coordination, affordable housing production and preservation, coastal resiliency



Integrate existing research and efforts such as the East Harlem Housing plan. HPD already involved with MTA real estate in East Harlem



Tap into existing programs such as Storefront Improvement, integrate with programs such as business grants

# TASK FORCE STRUCTURE

A blueprint

## Institutional Backing

*Joint authority to appoint  
committee members*

Manhattan  
Borough  
President

MTA  
New York City  
Subway  
CB 11

City Council  
Reps

Immediate Impact  
Management

Transit Oriented  
Development

## Focused Committees & Sub-committees

### Immediate Impact Management

Committee Chair

*Coordinates between sub-committees & communicates with BP, CC, and CB, and MTA liaison*

CB 8 Advisor

MTA Liaison

*Communicates & coordinates directly with the **MTA project management team***

### Transit Oriented Development

Committee Chair

*Coordinates between sub-committees & communicates with BP, CC, and CB, and MTA liaison*

CB 8 Advisor

MTA Liaison

*Communicates & coordinates directly with the **MTA TOD team***

## Committees & Committee Units

### Immediate Impact Management

Construction

Alerts

Programs

Business

### Transit Oriented Development

Community & Culture

Housing

Infrastructure

Real Estate

\*Subcommittees ought to be comprised of individuals and organizations based or deeply involved in the neighborhood

# Committees & Committee Units

## Immediate Impact Management

Construction

Alerts

Programs

Business

### Responsibilities

- Proactively solicit construction concerns from community members
- Monitor the effectiveness of construction impact mitigation efforts
- Aid community members in contacting and working with Community Information Center

### Qualities

- Experienced with community outreach in East Harlem
- Local presence and ability to ground-truth

# Committees & Committee Units

## Immediate Impact Management

Construction

Alerts

Programs

Business

## Responsibilities

- Communicate phasing plan to community members
- Notify community members of observed sidewalk or street closures, parking changes, etc.
- Work with CIC to notify members of planned changes

## Qualities

- Diverse members representing existing community networks
  - Schools, religious groups, tenant groups

# Committees & Committee Units

## Immediate Impact Management

Construction

Alerts

Programs

Business

## Responsibilities

- Help community members navigate tenant relocation plan & other plans
- Connect community members to assistance programs
- Propose and manage opportunities to participate in the process - eg. public art

## Qualities

- Track record of service provision and helping people navigate city programs in East Harlem

# Committees & Committee Units

## Immediate Impact Management

Construction

Alerts

Programs

Business

## Responsibilities

- Help local businesses coordinate with MTA programs
- Connect local businesses to assistance programs
- Organize events and pop-ups for local businesses
- Advocate for strategies to support local business

## Qualities

- Access to a large network of East Harlem businesses
- Experience in supporting and promoting local businesses

# Committees & Committee Units

## Transit Oriented Development

Community & Culture

Housing

Infrastructure

Real estate

### Responsibilities

- Determine community needs and priorities in East Harlem
  - Public participation process
- Identify and advocate for opportunities to develop cultural and community facilities

### Qualities

- Experienced with community outreach and service provision in East Harlem
  - Seniors, youth, racial justice orgs
- Experience with promoting and preserving art and culture

# Committees & Committee Units

## Transit Oriented Development

Community & Culture

Housing

Infrastructure

Real estate

### Responsibilities

- Determine future housing needs in East Harlem
- Identify the potential impacts of SAS2 on housing in East Harlem
- Identify and advocate for opportunities & sites to develop affordable housing in East Harlem

### Qualities

- Experience with affordable housing provision in East Harlem, from acquisition to construction
- Experience with public-private partnerships
- Representation for current residents

# Committees & Committee Units

## Transit Oriented Development

Community & Culture

Housing

Infrastructure

Real estate

## Responsibilities

- Determine future infrastructure needs in East Harlem
- Identify the potential impacts of SAS2 on infrastructure
- Identify and advocate for opportunities to invest in physical and social infrastructure in East Harlem

## Qualities

- Experience with service provision East Harlem
- Experience with public-private partnerships
- Experience in capacity building & environmental justice

# Committees & Committee Units

## Transit Oriented Development

Community & Culture

Housing

Infrastructure

Real estate

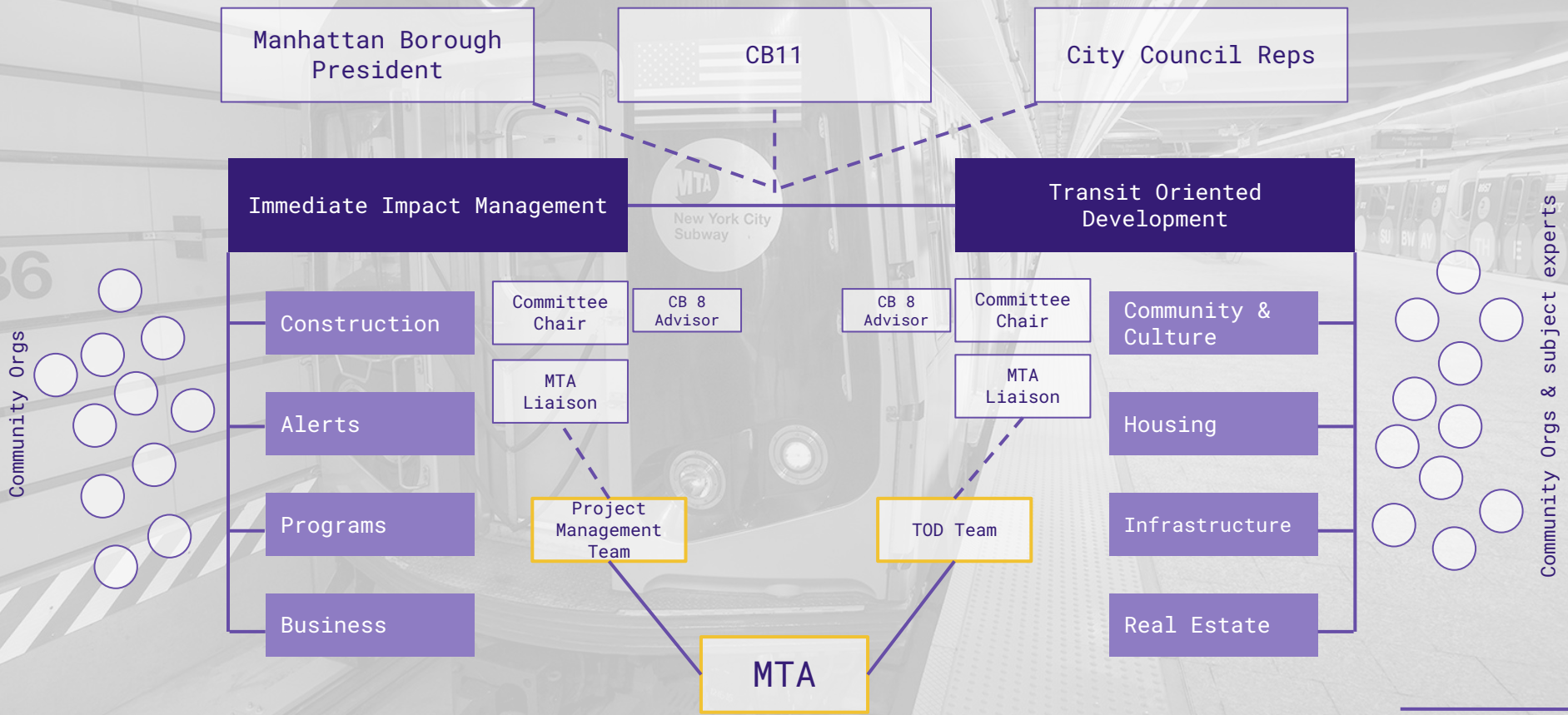
### Responsibilities

- Determine feasibility of TOD projects identified by sub-committees
- Advise sub-committees of real estate policies and processes, including disposition of development rights
- Build relationships between sub-committees and private and public entities

### Qualities

- Experience with real estate development in East Harlem
- Understanding of development rights disposition process
- Experience with site analysis

# Organizational Chart



## A note on Committee Appointments

There are long-standing community organizations that have been heavily involved in the neighborhood. This experience is an important asset.

However this taskforce is an opportunity to include organizations or groups that may not have previously participated in a structured effort such as this or who may not ordinarily work with the Community Board.

Particular effort should be made to build a broad, East Harlem based coalition and strengthen community ties in a neighborhood that is facing many pressures.

This includes making good faith efforts to reach out to and include groups and constituencies that there has been tension with in the past.

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# NEXT STEPS

## **Operationalize Taskforce**

- 1. Begin outreach to Borough President & City Council offices**
- 2. Communicate the formation of the Taskforce to the MTA**
- 3. Inform and gather community organizations**
- 4. Evaluate community partners and appoint committee members**
- 5. Develop goals, charter, and operating norms**



# Needs & Site identification

1. **Begin analysis of possible sites**
  - Development potential
  - Possible uses
2. **Identify community needs**



## Needs Identified in EHNP & Points of Agreement

Housing

Open  
Space

Economic  
Development

Transit &  
Safety

Education

Health &  
Community  
Resources

Infrastructure

# Housing

\*66% Progress

1

Preserve affordable housing

2

Develop new affordable housing

3

Promote economic opportunity in  
affordable housing development

4

Improve access to affordable  
housing

\*Based on City Commitments. Commitments are considered complete when they result in observable outcomes. East Harlem specific commitments are weighed more heavily than citywide commitments/ services.